



Treasury Board of Canada  
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Canada

# Treasury Board Policy on Results

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# Purpose

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- ❖ To provide an overview of :
  - Treasury Board Policy on Results (PoR), noting key requirements with a data nexus
  - Renewal of the PoR

# Overview of the *Policy on Results*

*Policy on Results*, launched in 2016 with the goal of providing the evidence needed to:

Manage Better

Spend Smarter

Report Clearly

In doing so, it was intended that the Policy would...

Improve **achievement of results** across government

Enhance **understanding of results** achieved and **resources** used

**Data / Evidence**

# Governance and Leadership

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## **Performance Measurement and Evaluation Committee (PMEC)**

- consist of senior officials to oversee departmental performance measurement and evaluation

## **Head of Performance Measurement (HoPM)**

- establish, implement and maintain a Program Inventory and overseeing Performance Information Profiles

## **Head of Evaluation (HoEval)**

- leading the evaluation function and has direct, unencumbered access to the deputy head

## **Program Official (PO)**

- establish, implement and maintain the program's Performance Information Profiles, including data collection

# Outputs

## Departmental Results Framework (DRF)

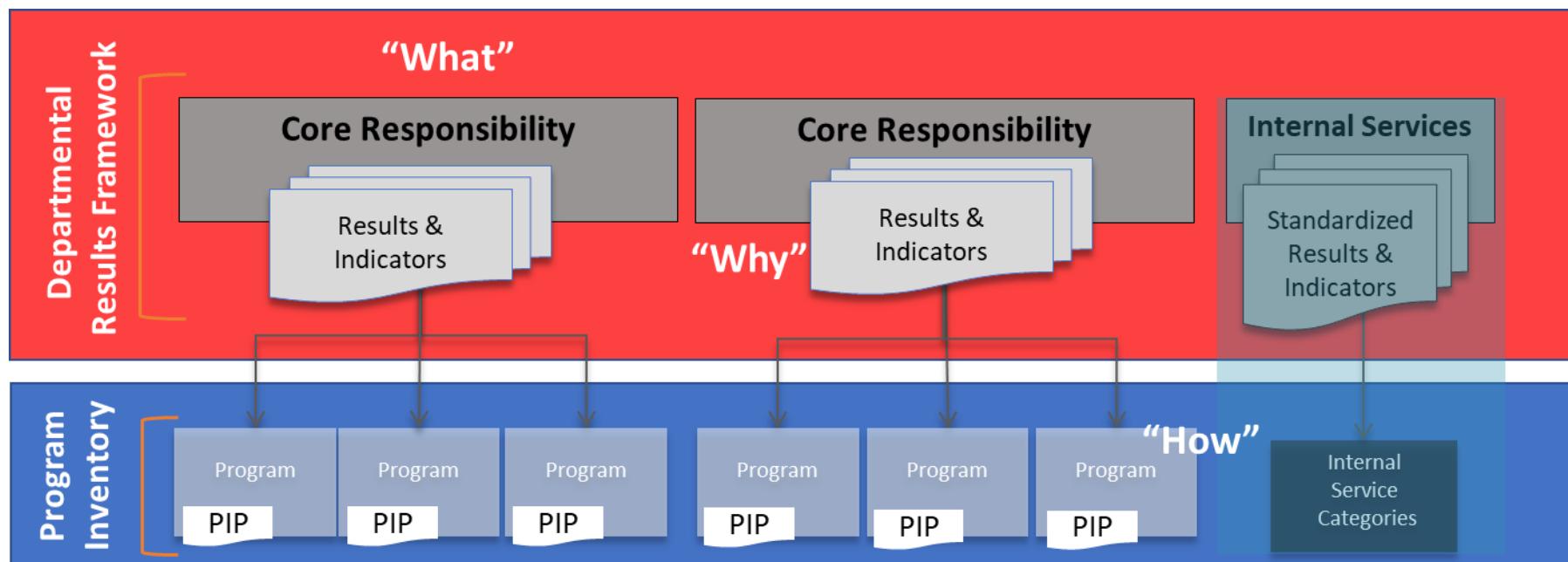
- **Core Responsibilities (CR)**: what departments do
- **Departmental Results (DR)** : what they're trying to influence
- **Departmental Result Indicators (DRI)**: how they're going to assess progress
- Appears in public documents

## Program Inventory (PI)

- Adds up to 100% of the department's expenditures and human resources (excluding internal services)
- Speak to how the department plans to deliver its mandate and fulfill its CR
- Appears in public documents

## Performance Information Profiles (PIP)

- Describe the programs in the PI
- Provide information on the program's outcomes, outputs and indicators.
- Provide a source of other key information related to the program's performance
- PIPs are provided to TBS for information purposes (not public)



## Annual Report by the Head of PM

- Report to PMEC on the availability, quality, utility and use of performance measurement data related to the PI

## Annual Report by the Head of Eval

- Report to PMEC on the availability, quality, validity and reliability of the indicators and info in the PIPs, including their utility for evaluation

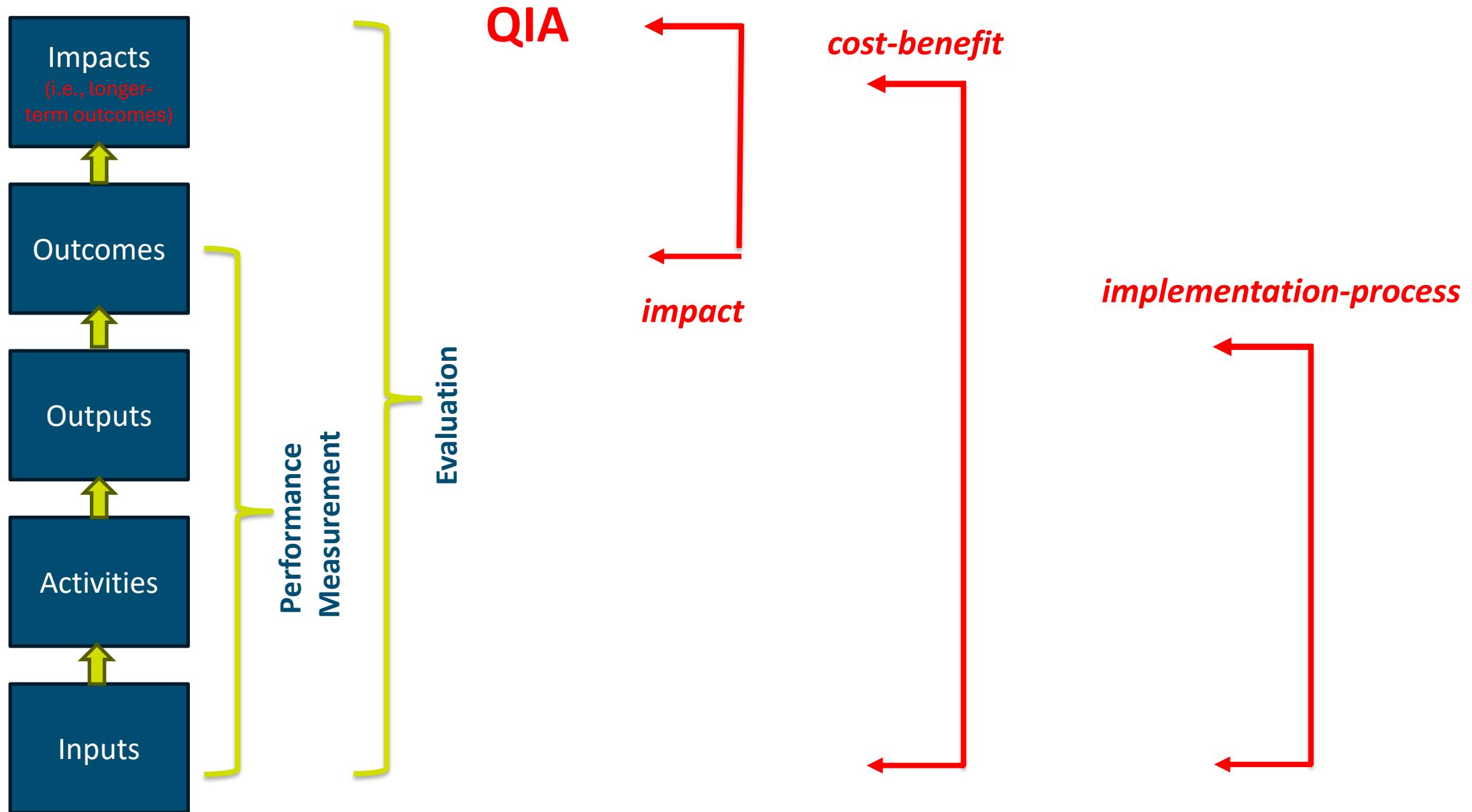
## Neutral Assessment of the Eval Function

- Conducted every five years to support deputy heads in fulfilling their responsibility for monitoring compliance with Policy expectations to ensure its effective implementation
- Should be governed, designed, conducted and reported impartially
- Use information to target improvements in their evaluation function and to establish a baseline for tracking progress or changes6

## Departmental Evaluation Plan

- Deputy Head approved plan (management tool) produced annually by large depts to:
  - ID evaluations planned for the next five years
  - ID what spending/programs are not planned for evaluation and why
  - Report on the status of evaluations planned for completion
- Small depts are responsible for ensuring that an annual evaluation planning exercise is undertaken to determine evaluations needs (no DEP)

# Linkages between the PoR and QIA



# Renewal Background

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- A review of the Policy on Results was completed in 2024 to ensure that the policy meets the current and future needs of Canadians, Parliamentarians, and the federal public sector.
- Since the Policy took effect in 2016, the federal government has faced heightened expectations to achieve results for Canadians.
- Over this period, the approach to measure performance and evaluate programs have been influenced by a number of factors, including:
  - The emergence and rapid development of new technologies, such as data analytics and artificial intelligence.
  - New legislation, such as the *Canadian Gender Budgeting Act* (2018) and the *UN Declaration on the Rights of Indigenous Peoples Act* (2021).
  - New frameworks and lenses, such as the Quality of Life Framework (2021) and the Climate, Nature and Economy Lens (2024).
  - Evolving government priorities and expectations

# Current Context – new government / fiscal restraint

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From the Prime Minister's mandate letter to ministers:

- *“Government itself must become much more productive... by focusing on results over spending...”*
- *“I will look to each of you to identify the key goals and measures of success on which to evaluate the results you will achieve for Canadians as a member of the Ministry”*
- *“will continue the vital work of advancing reconciliation with Indigenous Peoples”*

Given the fiscal reality, renewal efforts will allow cost savings in departments by:

- Encouraging the use of emerging technology and automation of existing processes.
- Reprioritizing staff training to skill-up on applying a value-for-money lens and improve the management/use of existing performance data.
- Reducing the number of mandatory G&C evaluations; eliminating the neutral assessments; and maintaining flexibilities on scoping the evaluations of non-G&C programs.

# Findings of the review and proposed changes

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## Findings of the 2024 Review of the Policy

- The Review found that more needs to be done to influence culture, behaviours, and collaboration in the results ecosystem
- Improvements are also needed on the availability and use of results information and the professionalization of the performance measurement and evaluation functions
- Small departments struggle with the capacity needed to fulfill policy requirements

## Key changes to the policy to address these findings include:

- Reduce unnecessary administrative burden
- Enhance evidence-informed decision-making
- Foster a stronger culture of results

# Supporting better decision-making

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- Prioritize value for money (Annex A) and effectiveness in evaluations and direct officials to support this change by collecting the appropriate data
- Direct the evaluation function to offer a suite of services that better respond to the needs of senior management – i.e., beyond traditional evaluations
- Formalize the role of PCO to support a more cohesive results ecosystem by working with them in designating Horizontal Initiatives
- Work towards better data management to support government-wide analysis (i.e., identification of impacts of programs on particular socio-economic groups)

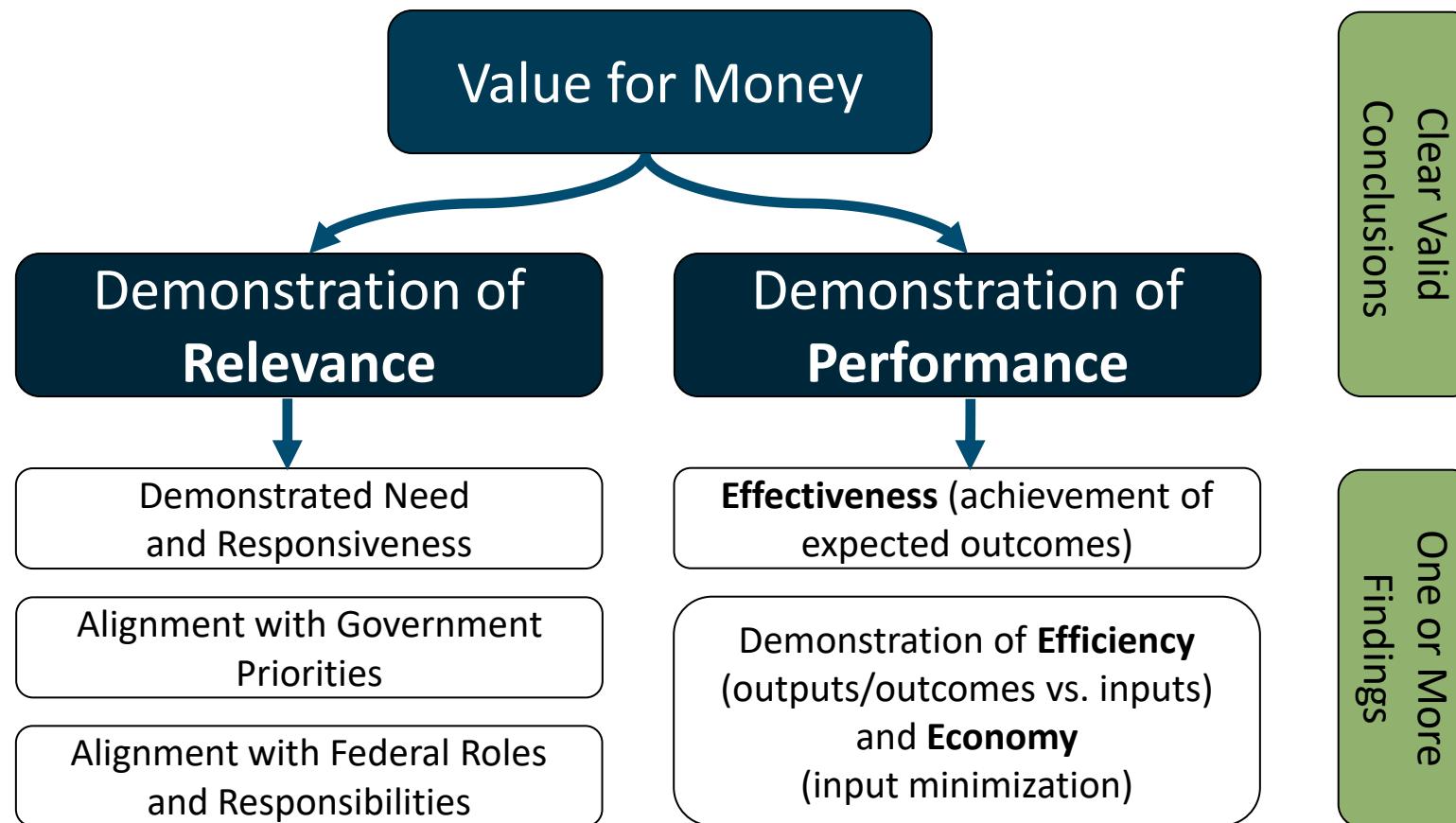
## Culture change

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- Increase responsibilities for the Deputy Heads to champion a results culture, including by fostering better integration of results information in decision-making
- Ensure that the Principles of reconciliation are incorporated when managing for results
- Move the results community towards greater professionalization through enhanced competencies and better training, including by encouraging the use of emerging technologies
- Direct officials to develop more meaningful results metrics that better measure program impacts, including by integrating perspectives from recipients of government programs and services

# Annex A – Value for Money

## An overall evidence-based judgment



# Thank – You

## Contact Info

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## Resource

[The Results Portal – Gcpedia](#)

[Results Forum](#)